

**APPENDIX A**

**The Police and Crime Plan 2017-2021**

**DRAFT**

**Prepared By Lord Willy Bach  
The Police and Crime Commissioner  
For  
Leicester, Leicestershire and Rutland**

I am immensely privileged to have been elected Police and Crime Commissioner for Leicester, Leicestershire and Rutland. It is an honour as well as a pleasure to work closely with our excellent Chief Constable and Police Force. However, an even greater privilege is to listen to the views of the million plus citizens who live in our area, and to be able to act on their behalf so that we can together fight the battle against crime and make our wonderfully diverse community safer.

In recent times our police force has suffered a massive cut in its resources. Central government has made a conscious decision to reduce funding to the extent that Leicester, Leicestershire and Rutland has lost 20% of both of its Police officers and the Police Staff who do so much for all of us. That represents a funding cut of almost one third.

Against this difficult backdrop, the challenge for the Force and myself is how to provide an excellent and improving service for a growing population.

I would like to provide more in this Police and Crime Plan, but my duty is to be realistic. Nonetheless, I am confident that my proposals represent the most ambitious and practical approach we can take.

This Police and Crime Plan meets that challenge and I want to acknowledge the contributions of the trade unions and staff associations.

The underlying theme throughout this document is 'prevention'. If we can prevent crime taking place, if we can prevent young people committing offences, and if we can prevent offenders re-offending, then we not only avoid the harm and pain that crime brings, we can also make better use of precious resources to deal more effectively with crime and its causes.

The five "Vs" that constitute the main themes of this Plan address all of the crucial areas that the Chief Constable and I have to deal with. I trust you will support this approach. The greatest thing about British Policing is the connection that exists between the public and the police. "The police are the public and the public are the police".

Long may it continue.

Lord Willy Bach  
Police and Crime Commissioner

## The values we hold

The creation of the office of the Police and Crime Commissioner provided a means for local people to have a direct say over the way in which our communities are policed. Today, you have a directly elected commissioner who can determine what crimes are prioritised and how tax-payers' money is spent on policing.

Willy Bach's values are pivotal to the development of this Police and Crime Plan. They form the basis of his relationship with the Police Force and other key stakeholders, including the elected leaders in the city and counties, district councils and local community organisations. These values provide a foundation and a common vision for good policing in Leicester, Leicestershire and Rutland:

- respect
- absence of bias
- integrity
- openness
- diversity
- value of money
- flexibility
- accountability
- equality

These values sit at the heart of this plan.

Good policing in the complex area that is LLR, particularly at a time of severe government spending constraint, demands a high degree of imagination and flexibility. Because of this, the Office of the Police and Crime Commissioner will be open-minded, adaptable and tolerant to the needs and expectations of a community that is one of the most diverse in the UK.

The office will embrace diversity, value all opinions and consciously acknowledge the views of others in its work. The Commissioner and his team believe in honesty and fairness; they will strive to act with integrity and without bias at all times.

Shortly after his election, Willy Bach made the following statement:

“We will demonstrate the moral courage to do the right thing for our communities and I expect everyone in my team to do likewise. Sometimes we may not get it right. Nonetheless. We will always be accountable for our actions, and we welcome public scrutiny.

These are the values that I will uphold and expect of my staff, our partners and collaborators. They will set the tone for my term in office”.

The Office of the Police and Crime Commissioner's entire team is determined to follow Willy's inspirational lead.

Kirk Master  
Deputy Police and Crime Commissioner

## Introduction

1. The year 2017 marks the fiftieth anniversary of the amalgamation of Leicestershire and Rutland Constabulary with Leicester City Police to form the Leicestershire Constabulary which evolved into its current incarnation as Leicestershire Police in 2012.
2. I am proud to say that as the elected Police and Crime Commissioner (PCC) for Leicester, Leicestershire and Rutland (LLR) in this anniversary year it is my duty to produce this 'Police and Crime Plan' for the area during my term of office.
3. This plan is also owned by all of the diverse communities throughout LLR.
4. Everyone should be aware that in carrying out my legal mandate:
  - a. 'Operational Policing' is the job of the Chief Constable
  - b. I do not therefore get involved in operational decisions such as arresting or seeking to prosecute alleged offenders.
5. Under the terms of the Police Reform and Social Responsibility Act 2011, my duties are:
  - a. Setting, reviewing and updating this plan.
  - b. Appointing, holding to account, challenging, working with and, if necessary, dismissing the Chief Constable.
  - c. Financially:
    - i. Determining the Council Tax Precept for policing.
    - ii. Setting the Police Force budget.
  - d. Regularly engaging and seeking to understand concerns and priorities with:
    - i. Communities.
    - ii. Victims of crime for whom I have the duty to commission services in support.
  - e. Promoting and facilitating partnership working arrangements.
  - f. Commissioning the service of partner agencies to deliver a joined up approach to:
    - i. Tackling crime and delivering 'Community Safety Services'.
    - ii. Distributing grants and other funding from Central Government.

## **Aim**

6. My overall aim with this plan, is to ensure that policing across the LLR area is efficient, effective and above all meets our needs and expectations.
7. The plan set by my predecessor focused on:
  - a. Reducing offending and re-offending.
  - b. Supporting victims and witnesses
  - c. Making communities and neighbourhoods safer.
  - d. Protecting the vulnerable.
8. These important themes remain in my plan but I wish to see more emphasis on:
  - a. Crime Prevention.
  - b. A simplification of my Commissioning Framework.
9. To these ends, after establishing the current 'Background', I wish to concentrate on five 'V's, namely:
  - a. Viable Partnerships.
  - b. Visible Policing.
  - c. Victim Services.
  - d. Vulnerability Protection.
  - e. Value for Money.
10. Finally, before my conclusions, I will examine the Strategic Policing Requirement and Collaboration to meet the Statutory Requirement of the Home Secretary.

## **Background**

11. This document, the blueprint for the future strategic direction of policing and community safety in LLR to 2021, has been shaped by:
  - a. Public feedback during my election campaign and since the election.
  - b. Consultation work undertaken in 2016 when respondents were supportive of a potential 1.99% increase in the precept.

- c. Where we are now on all fronts.
  - d. Challenges in the future.
12. The Police Efficiency Effectiveness and Legitimacy Report (PEEL) (November 2016) by Her Majesty's Inspectorate of Constabulary (HMIC) listed our Police force as one of the 33 forces in UK graded as 'GOOD' (*Note: eight forces were graded as 'Requiring Improvement' and only two as 'Outstanding'*).
13. This inspection covered how well forces:
- a. Are efficient at keeping people safe and reducing crime.
  - b. Understood their current and future demands.
  - c. Are managing those resources to meet current demand.
  - d. Are planning to meet future demands.
14. It is therefore reassuring that:
- a. We already have a sound police force operationally and financially to promote further improvement.
15. My background as a Barrister ensured I witnessed the real impact of crime:
- a. The misery and destruction of drug and substance addiction.
  - b. The desolation caused by burglary.
  - c. The impact of domestic abuse on victims and their families.
  - d. Those who are damaged by the results of all kinds of crime.
16. It therefore follows that if crime is reduced:
- a. We also reduce the number of victims, blighted lives and the demand on police and all other public services.
  - b. We will see happier, inclusive and cohesive communities who trust the police to help them, support them and keep them safe.
17. The Association of Police and Crime Commissioners and the National Police Chief Council's Policing Vision 2025 sets out the national plan for policing over the next ten years. The plan acknowledges that reducing crime and protecting the vulnerable are core priorities for the police service and that to achieve this, the service must increase partnerships within the community and with other service providers, protect the rights of victims and engage in community led policing to reduce demand. The Vision describes the ambition for the reform of policing by 2025 by the

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transformation of the way it delivers its mission with a key focus on prevention and vulnerability.

The Five V's compliment this national vision.

## **Viable Partnerships**

### **18. My aim is to:**

- a. Enhance the network of partners with whom my office and I engage to capture the views of more individuals and local groups. This will give me a broader and more representative range of opinions.
- b. Facilitate more opportunities for disengaged and disadvantaged groups to engage with the Office of the Police and Crime Commissioner (OPCC).
- c. Provide a commitment from myself and my office to work productively, openly and transparently with LLR Local Authorities alongside the Community Safety Partnerships, Health Services and Fire and Rescue and the Police.
- d. Provide opportunities for all partners to be shaping the future of 'policing' across LLR.

19. The police, particularly with 'Neighbourhood Policing' teams and 'Criminal Investigation Safeguarding Departments', play a vital role in existing and new partnerships. However they alone cannot address the complex social factors that often result in offending behavior. The police cannot deliver viable prevention alternatives in isolation.

20. To ensure that I am better informed about the work of partners and more able to support partnership working I will ensure that I am represented properly within existing partnership structures and appropriate fora.

21. I intend to allocate funds which will recognise the value of Local Authority and Community Safety Partnerships. Where possible and if the level of Central Government Funding allows, I will include longer term funding arrangements. I will consider supporting collective and collaborative co-commissioned beneficial services. I will also provide grants to smaller organisations to help tackle specific areas of work and to address particular challenges.

22. The term 'Partnership Working' usually refers to agreements to work together between the public sector, voluntary organisations and private businesses. I believe this is too narrow an interpretation. There must be more involvement of our local communities whether that be communities:

- a. In a specific location.
- b. With shared heritage.

- c. That share an interest in a particular issue.

23. It is important that community involvement moves beyond consultation or engagement and involves active participation by well informed and well supported members of the public. For example joining as a Volunteer Police Cadet, Special Constable, a Police Volunteer, an Independent Custody Visitor or a member of the Youth Commission.

- a. Special Constables are uniformed and provide a visible police presence. In addition Cadets wear a uniform and assist with many public events providing a further uniformed presence within the community. Cadets from vulnerable backgrounds are encouraged to join the programme to provide them with different opportunities which may not have been available to them previously.
- b. The continued development of the volunteer roles within the force will ensure that the variety of roles and tasks available to volunteers will continue to increase.
- c. Independent Custody Visitors (ICVs) are volunteers from the local community who visit individuals who have been detained in police custody. They speak with detainees to ensure they are being treated fairly and correctly by the police. It is a statutory duty of a Police and Crime Commissioner to have such a scheme in place. In LLR custody visitors aim to visit each primary custody suite a minimum of one visit per week.
- d. The Youth Commission allows young people between the ages of 14 – 25 to support and challenge the work of the Police and Crime Commissioner and Leicestershire Police.

24. Much has already been achieved with some highly effective and innovative partnerships. We are fortunate to live in a diverse and multi-cultural society which embraces and values difference. In promoting and extending the existing list of partnerships I am also aware that there is work to do. I have a responsibility to ensure that the police work towards eliminating discrimination, harassment and victimization, advances equality of opportunity and fosters good community relations.

To do this, I recognise that equality and diversity extends beyond ethnicity and covers a wide range of differences that enrich our communities, and includes age, disability, gender, race, religion and belief, sexual orientation and transgender recognition. Volunteers directly impact upon visibility and their greater diverse representation, particularly in relation to age, ethnicity and gender in all three strands of volunteers, compared to the paid members of the workforce, demonstrate the necessity to strive for improvement in attracting a more diverse representation.

25. The extent to which we work in partnership across the public and voluntary sector is critical to the success of my plan and as said above much has been done. However I believe we can improve further on existing and new local partnerships especially in the area of information and data sharing. In particular:

- a. Section 17 of the Crime and Disorder Act 1998 imposes a duty on a range of

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Public Authorities to exercise their various functions with due regard to **preventing** 'Crime & Disorder'.

- b. Whilst data protection and security is vital and plays an important role in maintaining confidence in public services we must also be able to appropriately use that data to best serve the public.

## Visible Policing

### 26. My Aim Is To:

- a. Maintain and if possible increase resources for local Neighbourhood Policing Teams.
- b. Focus on crime prevention to reduce the number of people needing to use reactive police services or entering the Criminal Justice System (CJS).
- c. Develop new channels via the internet and other information technologies to enable easy and timely access to police services for as many people as possible.
- d. Ensure:
  - i. There are new and innovative ways for the public to provide information relating to crime and public safety.
  - ii. The views of the public continue to be sought and reflected in the development of these new services.

27. It is clear from my research and contact with people across the area that all want to regularly see the police in their locality and this is vital to maintain legitimacy and the trust of the public. As the founder of the police, Sir Robert Peel, maintained "The police are the public and the public are the police". This crucial connection is at the heart of British policing.

28. Although our Police Force has one of the highest number of black and minority ethnic police officers and staff in the country, there is still work to be done to improve the representation in numbers, roles and seniority. This is also the case with regards to representation of officers and staff by disability, gender (including transgender), religion and belief and sexual orientation. This is a critical issue and we must go further during the time of this plan to ensure we work effectively towards a police force reflective of the diverse communities we serve. In addition our officers and staff need to be equipped to engage and serve the existing diverse communities and also the emerging communities of the future.

29. Over the last five recession years there has regrettably been a substantial cut to our Police resources. Nevertheless during my term of office I will do everything in my power to ensure that Police Officers, Police Community Support Officers (PCSOs) and Police Staff in the area are to remain at the same or preferably improved levels.

30. I will continue to improve the openness and transparency of policing contact across the diverse communities of LLR. I will work to ensure the appropriate use of stop and search, use of force and the deployment of taser. To help us achieve this aim I will work with representative community groups to quality assure our work and give us honest feedback on areas where we can improve, so that we can continuously develop our services.
31. During the term of this Police and Crime Plan I intend to increase the visibility of policing across LLR. I will do this by maintaining police officer numbers during my term and by continually taking advantage of modern and evolving technology to enable police officers to work more effectively in our communities. An expanding Automatic Number Plate Recognition network of cameras in LLR will enable real time policing and gain intelligence on crime involving the use of vehicles. All front line officers will be equipped with Body Worn Video cameras, enabling digital evidence to be immediately collected and shared. I will consistently champion the appropriate use of Body Worn Video.
32. New and emerging crimes mean that policing needs to change and visible policing needs to take place not only in our communities but also in the cyber world in which vulnerable people both young and old are targeted. I intend to encourage the force to improve access to its services by using technology to enhance and increase police visibility online. The profile of crime is changing nationally and policing needs to find new ways to tackle emerging threats.
33. During the first months of my term in office I have spent time visiting communities to listen to their road safety fears surrounding inappropriate speed, vehicles of unsuitable weight and dangerous parking. In addition to these concerns it is sadly the case that a large proportion of road traffic collision death and serious injury is as a result of the FATAL4 offences; excess speed, distraction, substance abuse and a failure to wear a seatbelt.

I will examine the opportunities for collaboratively addressing those issues in a new way which cause the communities of LLR most harm and concern.

34. I am working with the Chief Constable to:
- a. Facilitate stronger and more robust relationships with all our communities.
  - b. Assist the Police and partners to work together to prevent crimes such as anti-social behaviour and hate crime.
  - c. Support joint initiatives involving more than one community.
35. A part of police visibility is the ease of public access to police information, services and support for:
- a. Local policing and criminal investigations.

- b. Response and resolutions.
- c. Specialist departments.

36. To maintain public confidence I will be assisting the police in the development of new ways to receive and give appropriate information on crime and all other services from and to the public. These will not replace the current systems and the public ability to speak directly to the police or police staff but will include the use of:

- a. The internet per se including Social Media.
- b. The extension of self service options.

37. Both sides of the fox hunting debate have already asked as to my position. I am absolutely clear:

- a. The law as it stands must be obeyed whether you like it or not.
- b. I support the work of the Police Force to ensure this happens.

38. Reducing 'Rural Crime' and keeping residents, especially the elderly, feeling safe is also important to me. In particular, we need to prevent crimes such as:

- a. Those threatening the heritage of the countryside
- b. High value farm machinery and vehicle theft.
- c. Metal and lead theft.
- d. Hare coursing.
- e. Burglary.

39. As 'Rural Crime' offenders tend to work across borders it is important that we collaborate with all our neighbouring forces and PCCs to tackle the problem.

### **Victim Services**

40. **My aim is to:**

- a. Prioritize a Victims Strategy to give further improved services demonstrating my commitment to this area of work.
- b. Review victim's services to ensure they receive the best possible service, through robust mechanisms focused on the individual.

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- c. Work more closely with victim groups and individuals to ensure I capture their experiences and understanding when commissioning services.
  - d. Ensure that support for victims is incorporated into our core business as an integral part of our delivery and not a standalone item.
  - e. Ensure that the diverse nature of victims is supported by the service in place including the young, the old and all the diverse groups in LLR.
41. One of my Statutory Responsibilities is to ensure that victims and witnesses of crime are properly supported. This is partly funded by a grant I receive from the Ministry of Justice (MoJ). This funding helps to:
- a. Deliver services to assist any victims of crime to cope and recover from their experience.
  - b. Ensure we meet the requirements of the Victims Code of Practice and current European Union regulations.
42. This grant funding does not, unfortunately, cover those affected by Anti-Social Behaviour (ASB) which can have such a corrosive effect on individual lives and communities. I will raise this issue with the intention of putting in place processes to ensure that victims of ASB have access to appropriate support services.
43. My office has already worked, and is working, in partnerships with local authorities and other commissioning bodies across the whole area to design, fund and implement a range of services to meet the needs of victims. These services are subject to regular performance monitoring determined through a contract management approach. This allows each commissioned service to have a tailored set of quantitative and/or qualitative performance measures. I will continue to ensure that the victim's voice is central to our appraisal of these services.
44. My intention during the my time in office is to:
- a. Develop and simplify the commissioning monitoring arrangements.
  - b. Maintain enough flexibility within my commissioning budget to ensure I am able to respond to any emerging needs.

### **Vulnerability Protection**

**45. My aim is to:**

- a. Work closely with partners to offer an appropriate service to vulnerable members of society supported by a range of contact channels.
- b. Continue and further develop work to encourage better understanding of 'hidden crime' with a view to the reporting of this crime becoming less suppressed.

- c. Provide a commitment to work with the Chief Constable to tackle knife crime.
- d. Adopt a zero-tolerance approach to the supply of Class A drugs across the whole area.
- e. Work Closely with Health Partners to ensure that the challenges of turning the Crisis Care Concordat into an operational reality are fully met.
- f. Develop and improve the '101' non-emergency telephone contact number to act as a gateway to better and wider ranging advice services.

46. The term 'Vulnerability' is a generic term to describe where an individual's circumstances and/or situation mean they are unable to protect themselves from harm. During the time covered by this plan my focus is to be on:

- a. Alcohol and drug related incidents
- b. An integrated response to demand
- c. Children and Crime including Child Sexual Exploitation (CSE)
- d. Domestic violence and abuse including coercion
- e. Hate incidents
- f. Human trafficking and modern day slavery
- g. Mental health and learning disabilities
- h. Missing from home individuals
- i. Sexual violence

#### **47. Alcohol and drug related incidents.**

During my term in office I will continue to support work that addresses the harmful effects of alcohol and drugs on local communities, specifically:

- a. A new drugs and alcohol service provider for LLR. The provider has been actively setting up its services, establishing its operational centres and recruiting staff. During the next phase of delivery I will continue to work with partners to ensure effective delivery of services.
- b. I will continue to support all the work of the alcohol Harm Reduction group. This will specifically include giving consideration to the effects of alcohol on young people and work which incorporates a mixture of education, enforcement, community engagement and provision of diversionary activities for young people.

- c. I will focus on measures to reduce harm from the Night Time Economy and will support treatment services and other partners in continuing to support the Police licensing team to seek licence reviews of problematic licenced premises.
- d. The multiagency approach to managing street drinking, substance misuse and substance misuse related begging should be continued. Where areas are identified where activities are taking place that are or may likely be detrimental to the local community's quality of life I will support the use of Public Space Protection Orders under the Anti-social Behaviour, Crime and Policing Act 2014.

#### **48. An integrated response to demand:**

- a. The idea of a collective approach to service delivery is well established but this tends to be based on referral. I believe this approach can be adopted by a far wider range of public services and can be more immediate and responsive.
- b. Non-emergency calls to the Police make up around 75% of all calls received and often include requests for services and help that are provided by other public sector partners across LLR. I intend to work closely with our partners to improve access to services so that citizens can get to the right service provider to resolve their problem. In developing greater links across the public sector the public will be able to access the right service provider more easily and receive a better service. To enable this improved early access to services to work well I will be engaging with all our partners to see how we can deliver our services better, utilizing technology when best suited to allow improved access to public services.
- c. I believe the Police 101 non-emergency telephone system, which is a well established and well used service and brand, can be improved and potentially provide ease of access to a far wider range of public services, information and support. My vision is to see a multi-agency call handling and resolution facility built around the 101 service enabling the public to seek help and support across a wider range of public service functions.
- d. This improved 101 system must be more than a switchboard just dealing with calls. In a multi-agency arena it must have added value to resolve calls at first contact and be so judged as to its effectiveness.
- e. In this development of the 101 service and other areas I am also aware that the Police and Crime Panel and other partners will be instrumental in developing my ideas. I am particularly interested to see what opportunities there are to work collectively and productively.

#### **49. Children and Crime (including Child Sexual Exploitation):**

The tragic rape and murder of the Leicester teenager Kayleigh Haywood led to my predecessor and the Leicestershire Police launching the Commitment to Eradicate

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Abuse and Sexual Exploitation (CEASE) campaign to encourage community awareness of Child Sexual Exploitation (CSE). However CSE is not the only threat to children. The Leicester Police Child Abuse Investigation Unit:

- a. Dealt with 2,264 incidents last year.
- b. Made 13,250 referrals to multi agency partners sharing concerns about children following police contact.

Leicestershire Police, using funding from the increased 2016/2017 precept, have created a Child Sexual Exploitation Hub which is co-located with the existing Children's and Adult Referral Desks to create a Multi-Agency Hub ('The Hub'). Frontline Officers, with special expertise, are also available to identify signs of abuse and other underlying concerns, before passing the information to 'The Hub', which is staffed by trained personnel who will:

- a. Recognise, understand and interpret the information given to them.
- b. Work with partner agencies to provide those affected with the help they require.
- c. It is of note that 'The Hub' and action taken:
  - i. Is a holistic approach to the support of survivors of CSE and other child abuse.
  - ii. Through the integration, provides survivors, who may experience other difficulties throughout their childhood, more joined up engagement with services as they enter adulthood.

50. It is good news that fewer young people who have committed offences are now given custodial sentences or find themselves in custody for any length of time. The Police have an important role in persuading people not to offend and re-offend, and I will:

- a. Support and encourage all the preventative measures taken in this field including visits to schools and colleges together with the increasing use of social media.
- b. Work with community networks and forums to support young people who are at risk of being drawn into criminality to make positive choices.
- c. Look for new ways for the police to act in this area.

As a criminal law barrister for many years I have seen how young lives can be ruined by knife crime, drugs, bad influences and a failure to rehabilitate. Modern policing has a special role to play in this vital area.

#### 51. **Domestic violence and abuse including coercion**

Domestic violence and abuse blights the lives of those affected whether they suffer

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the violence directly or are children growing up in homes where such violence is present. Research and experience of those working in this area indicate a significant level of under reporting. I am determined, working with the Chief Constable and other partners, to:

- a. Increase the level of confidence amongst survivors that by reporting such incidents they will receive the help and support they need.
- b. Build upon and strengthen the already impressive existing arrangements.
- c. Explore new opportunities in this area.
- d. Together with partners to continue supporting local specialist providers to deliver quality and timely services to domestic violence and abuse survivors encompassing those experiencing honour based violence and at risk from female genital mutilation

## 52. Hate incidents

Hate incidents and hate crimes do not simply injure the victim or damage their property but can and often do have an effect on whole families, the wider community and society as a whole. Research both locally and national indicates that hate incidents and hate crimes can cause greater psychological harm than other types of crime with a much greater and longer lasting effect on those involved.

Whilst Leicestershire Police are the lead agency in investigations of hate crimes, I recognise that no single agency can effectively tackle hate incidents and hate crimes alone. However it is important to ensure that the police work towards an increased reporting of hate crime, particularly where there is under reporting, such as disability, Lesbian, gay and bisexual (LGB), race, religion and belief and transgender hate crime.

Leicestershire Police have set up a Hate Crime Strategic Board enabling oversight of their annual hate crime delivery plan that captures key areas of work in response to hate and I will support them in their aims:

- a) To enhance Leicestershire police response to hate crime
- b) To improve user experience and increase satisfaction
- c) To support and influence the development of effective partnership working and campaigns
- d) To ensure effective monitoring of performance and baseline
- e) To capture and review emerging good practice and evidence based policing for hate crime.

Partnership working is vital in responding to incidents of hate and I am pleased to note that Leicestershire Police has been a key partner in bringing Leicestershire County Council, the seven District and Borough Councils, Leicester City Council,

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Rutland County Council and the local NHS together to produce the first LLR strategy statement for tackling hate and action plan. The strategic priorities for this plan have been identified as raising awareness, improving response and reassuring and strengthening communities.

I will work with the Hate Crime Strategic Board to develop an offender programme both voluntary and statutory using Restorative Justice and mediation to change perception and behaviour and provide closure for victims.

Additionally I have agreed the commission of four initiatives:

- a) **Perpetrator out of court disposal (OOC) programme.** This programme will be developed with the support and involvement of both statutory and voluntary partners and will be run initially as a year long pilot. Using a Restorative Justice approach the programme will involve the perpetrator working with a subject matter expert to understand the impact their behaviour and actions have had on the victim and the wider community. It is anticipated that the OOC will lead to a change in perception and attitude for the perpetrator and provide closure for victims.
- b) **Major sports clubs against hate crime campaign.** This will involve working with the local major sports clubs to develop a series of focused campaigns around hate and will involve work on a number of different platforms.
- c) **Hate crime fold out cards.** This is the development, production and distribution of credit card sized information cards including how to report hate incidents and crimes via the LLR Hate Delivery group.
- d) **Better journey cards.** This is the further production and distribution of these existing cards to enable reach to a wider group of vulnerable LLR residents and will be overseen by the LLR Keep Safe Places steering group.

### 53. Human Trafficking and Modern Day Slavery

I will keep a watching brief on the offences of Human Trafficking and Modern Day Slavery and I will ensure a robust response when these crimes affect the communities of LLR.

### 54. Mental Health and Learning Disabilities

In relation to mental health, learning disabilities and suicide, which remain a significant challenge in terms of both volume and complexity, the Police and partners are required to provide a good quality service for supporting those in crisis and whose lives are impacted by mental ill health.

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- a. Mental health is a community issue that the police service has a role in supporting. The Police are not the experts in managing mental ill health and will be looking to those with lived experience of mental illness to help shape and inform our practice.
  - i. I will maintain a mental health portfolio which falls in line with our frontline community response.
  - ii. I will work with the Chief Constable to provide a policing response to mental ill health that is led and supported by our community.
- b. The police service often responds to those in times of crisis. Integrated joint responses such as the Mental Health Triage Car have shown how a better response can be provided by professionals working more closely together. Where this is particularly relevant is in regards to the prevention and intervention to suicide.
  - i. I will work with the Chief Constable towards preventing crises before they happen and working with other lead professionals to improve the lives of those struggling with mental ill health in our community.
- c. Policing is an all age provision. However both the Chief Constable and I recognise the specific issues surrounding children and young people's mental health. Poor mental health and wellbeing can be a result of contact with the police service, and influence further interaction.
  - i. I will work together with the Chief Constable to educate our staff in the issues surrounding young people and mental ill health and support partnership working specifically looking at this area of business.
- d. Leicestershire Police have a role in supporting those in crisis, duties under the Mental Health Act, and in the provision of a good quality policing service to those in the community whose lives are impacted by mental ill health.
  - i. I will support and work with partner agencies to ensure that our community receives access to appropriate clinical care at the right time, in the right place and by the right people.
  - ii. I do not believe that custody is an appropriate place for the mentally unwell and will actively adopt approaches to prevent that from happening in LLR.
- e. Mental Health related demand is a significant and growing business area for the police service.
  - i. I will support Leicestershire Police in regards to good quality training that supports a resilient, compassionate and professional response to mental ill health.

## 55. Missing from Home Individuals

The young people who go missing, particularly those who go missing time and again, risk the very real threat that they will be exploited in some way, sometimes for serious criminal purposes.

A great deal of Police time goes into finding the children and adults who go missing where they too are vulnerable. This can particularly impact on those people living with dementia.

I will be working closely with partners to see whether we can be more innovative and collaborative in solving this problem which affects all of us.

## 56. Sexual Violence

The number of rape offences is disproportionately high and, as with the national picture, has increased over the last two years. The police and our partner agencies have worked hard to encourage victims of this most serious offence to have the confidence to come forward and report it. I accept though that this can be influenced by national events and media coverage. Currently:

- a) About 50% of rape reports are reported within seven days of the offence (Potentially allowing for the recovery of important forensic evidence)
- b) A further 25% are reported within one year.
- c) The last 25% are historic.

Juniper Lodge Sexual Assault Referral Centre (SARC) provides a comprehensive service for anyone aged 13 and over living in LLR who have been raped or sexually assaulted either recently or at any time in the past, regardless of gender or gender identity. A team of specially trained and dedicated staff will endeavor to help victims to recover both physically and emotionally whether they choose to report it to the police or not.

Notwithstanding the good work to date, we cannot be complacent in this area:

- a) Much remains to be done
- b) I am determined to support and develop appropriate services to deliver an improvement

## Value for Money

### 57. My aim is to:

- a. Be more responsive, reflecting changes in budget demand as issues arise.

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- b. Provide support to groups and projects outside policing who have better knowledge and reach within our hard to reach and hard to engage communities.
- c. Focus on the most effective use of public funds whilst being cautious and challenging around private outsourcing proposals to ensure that my principles around added social value are adhered to. I am committed to protecting frontline policing.
- d. Revisit the Budget, Grants and Commissioning arrangements to ensure greater effectiveness, clarity and simplicity in the way they operate.
- e. Have regard to the economic, social and environmental well-being of local communities and how this can be improved through procurement and the supply chain.

58. Since the recession the austerity measures implemented by the Government have had a significant impact on both capital and revenue budgets and the resources available today.

59. My Plan is based on delivering within the funds available. Consequently I:

- a. Intend to tightly manage all resources at my disposal.
- b. Will ensure that local people receive value from the money that is invested in policing and other areas where I am responsible for commissioning services.
- c. Will be open to potential opportunities to work with other organisations to reduce costs and maximise resources available for the priorities of my plan, where it makes practical and fiscal sense to do so.

60. The Budget is made up of:

- a. Two-thirds from Central Government, and any reductions are therefore significant.
- b. One-third derived directly from local people through their Council Tax via the Police Precept.
- c. Grants, currently set at £1.24m, from the Ministry of Justice, to support victims of crime.

61. Details of my Budget, Precept and Financial Plans have and will continue to be published on my website. Currently 96% of the funding is passed to the Chief Constable to provide operational policing delivered either locally or through regional collaborations. In 2017/18 my budget will be allocated as follows:

<b>Funding Passed to the Chief Constable</b>	<b>£M</b>	<b>%</b>
Operational Policing delivered by Leicestershire Police (Net)	154.5	90.1

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Operational Policing delivered through Regional Collaboration	10.2	5.9
Total funding passed to the Chief Constable	164.7	96.0
<b>Funding Retained by the Commissioner</b>		
To Commission Services (net of grants and use of reserves)	3.1	1.8
To run the Office of the Police and Crime Commissioner	1.2	0.7
Total funding retained by the Commissioner	4.3	2.5
<b>To support the capital programme</b>	2.6	1.5
<b>Net Budget Requirement 2017/18</b>	171.6	100

62. In line with the statistically significant researched views of the residents throughout the area during consultation on this Plan it is my intention to maximise the local Council Tax available through the Precept during my time in office. Whilst this will not meet all the future savings anticipated in the medium term financial strategy this will help minimise the impact, protecting and where possible maintaining a sustainable Police Force in LLR.

63. With further Financial Challenges likely on the budget in the future I have asked the Chief Constable to develop a Change Programme which:

- a. Includes a savings plan to limit the impact of any resource reduction on visible policing.
- b. Subject to the impact of future financial settlements, identifies potential additional resources to reinvest into policing.

64. Where additional investments in policing are made these will be monitored closely to consider their 'Value for Money' and their impact on all those resident in the area.

65. I intend to support the Force by:

- a. Resourcing the 'Change Programme'.
- b. Working with the Chief Constable and his team to consider the wider implications of any proposals and plans.
- c. Having a liaison officer from the Change Team working within my office.

### **Strategic Policing Requirement and Collaboration**

66. The Home Secretary has placed a Statutory Requirement on all Forces and Commissioners to ensure they are able to contribute to national policing issues as well as satisfactorily policing their area.

67. This is known as the Strategic Policing Requirement (SPR) and Commissioners are required to have regard for these National Requirements when setting their Police and Crime Plans and in future reviews.

68. Due to the complexity of modern day policing there are a number of SPR areas to

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which local forces are expected to contribute, currently including:

- a. Child Sexual Abuse.
- b. Serious and Organised Crime, including Local, National and International Organised Crime Groups.
- c. Large Scale Public Order.
- d. Civil Emergencies that require a large scale response.
- e. Terrorism.
- f. National Level Security Cyber Security Incidents.

69. This is not new to the Leicestershire Police as this region has led the way in terms of 'Police Force Collaboration' over the last ten years. Consequently Senior Government Officials have often cited the 'East Midlands Area' as 'Best Practice' when challenging other areas to learn from our mature regional experience.

70. I will work with the Chief Constable to ensure we maintain and improve our SPR Capability. However my focus throughout this plan has been to ensure the best policing for LLR so that my Guiding Principles around Regional Collaboration are that:

- a. Local Policing is provided locally.
- b. Any collaboration helps deliver a more effective and efficient policing service for LLR.
- c. All areas of business are considered.
- d. Decisions not to participate in a particular collaboration are reviewed regularly as circumstances change.
- e. Any costs and/or benefits are shared between participating forces.
- f. I will meet regularly with other Regional Commissioners and Chief Constables to review existing work and carefully consider any cases for future collaboration.

## **Conclusion**

71. I believe that in Leicester, Leicestershire and Rutland we have a Police Force of which we can be proud. Our Police Officers and Police Staff are outstanding and

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serve the public well.

As such they deserve our support. Nevertheless the next four years will not be easy. Every year our population goes up with the force already under resourced for the tasks they are asked to perform. As ever there is also always the need and room for improvement.

This plan lays out my policies for the way forward to help overcome these difficulties. I believe that with the support of the public, together with the advantages that successful partnerships at all levels can bring, we have the ability to do even better.

**Signed**

**Lord Willy Bach**

**Police and Crime Commissioner for Leicester, Leicestershire & Rutland.**

**Dated**

**2017**

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